



**STATE OF ARIZONA**  
DEPARTMENT OF TRANSPORTATION  
PROCUREMENT



**AZFACTS FAX-ON-DEMAND**

ADOT SOLICITATION REFERENCE NUMBER: T05-49-00007

Commodity Code: 0715-0047; 0918-0000, 0006, 0012, 0046, 0075, 0083, 0088, 0096; 0952-0110, 0130, 0155, 0145, 3305, 5400; 0961-0010, 0056

Description: SPR 553 – Driver License Manual Best Practices

**DUE DATE:** June 25, 2004 at 5:00 P.M. MST

**DATE POSTED:** May 28, 2004

Opening and Submittal Location: Arizona Department of Transportation  
Procurement Group  
1801 West Jefferson, Rm No. B37, MD 100P  
Phoenix, Arizona 85007

**REPLY TO:**

Responsible Contract Officer:  Karie Ingles Telephone: (602) 712-8505  
E-mail: kingles@dot.state.az.us FAX: (602) 712-3487

**THIS PROCUREMENT IS RESTRICTED TO SMALL BUSINESSES. A SMALL BUSINESS IS ONE THAT, INCLUDING ITS AFFILIATES, IS INDEPENDENTLY OWNED AND OPERATED, IS NOT DOMINANT IN THE TYPE OF BUSINESS IT CONDUCTS, AND WHICH EMPLOYS FEWER THAN 100 FULL TIME EMPLOYEES OR WHICH HAS GROSS RECEIPTS OF LESS THAN \$4 MILLION IN ITS LAST FISCAL YEAR.**

"An Equal Employment Opportunity Agency"

The Arizona Department of Transportation is committed to the principles of Equal Employment Opportunity. To ensure dissemination and of the Equal Opportunity program throughout all levels of the department, the ADOT Civil Rights Deputy Administrator serves as the Equal Opportunity Administrator for the Arizona Department of Transportation.

**TABLE OF CONTENTS**

	<b><u>PAGE</u></b>
Title Page	1
Section 1.0, Scope of Work	1
Section 2.0, Uniform Terms and Conditions	4
Section 3.0, Special Terms and Conditions	4
Section 4.0, Uniform Instructions to Offerors	5
Section 5.0, Special Offer Submittal Instructions	5
Attachment 1 - Price Sheet	7
Attachment 2 - Offer and Contract Award	8
Attachment 3 - State of Arizona Substitute W-9 Form	9
Attachment 4 - References	10
Exhibit A - Interview Outline	11
Current Work Plan	12

**1.0 SCOPE OF WORK**

**1.1 Problem Description**

- 1.1.1 The Arizona Department of Transportation (ADOT) herein after referred to as the Department, and the Arizona Transportation Research Center (ATRC) are seeking the services of a qualified firm or individual (hereinafter referred to as Project Researcher). The Arizona Driver License Manual is the state's main tool for instructing drivers in the rules of the road. The manual represents one of the Department's greatest opportunities/responsibilities for motoring public safety education. A good manual has the

potential to make better drivers. Since the driver is the most significant factor in roadway safety, it is incumbent upon states to make their driver manuals as good as they can be.

- 1.1.2 Arizona's driver license manual is reviewed and updated annually by the Motor Vehicle Division (MVD), but this mainly addresses legislative and business process changes. A benchmarking effort that is both thorough and comprehensive to validate or enhance the content, formatting and delivery method of the information contained in the manual is needed.

- 1.2 Project Objectives

- 1.2.1 Determine the best practices in driver manual publication and dissemination.

- 1.2.2 Recommend steps necessary for Arizona to adopt the best practices.

- 1.2.3 Document the safety implications of having a good driver manual.

- 1.3 Approach and Work Plan

- 1.3.1 This project will be undertaken by means of hiring one or more persons to work on a part time basis for approximately twelve months. Ideally, this project would commence in October of 2004 and conclude by September of 2005.

- 1.3.1.1 **Task 1:** The Project Researcher will review and modify the existing work plan as needed. Intermediate Deliverables shall be identified in the work plan along with any progress payments associated with these deliverables. The Technical Advisory Committee (TAC) will review the scope of work and work plan. At that time, any revisions needed, will be made.  
**Deliverable:** A revised work plan acceptable to the TAC.

- 1.3.1.2 **Task 2:** Review driver license manuals and other related publications from all motor vehicle jurisdictions in the United States. In addition, review other driver safety information published by governmental organizations such as the Federal Highway Administration (FHWA) and the American Association of Motor Vehicle Administrators (AAMVA), and from private organizations such as the American Automobile Association (AAA), American Association of Retired Persons (AARP), Motorcycle Safety Foundation, national driving schools, insurance companies, etc. Analyze the content, organization of topics and presentation/layout of the information. In addition, analyze the distribution methods and procedures used for the publications-printed, audio, multimedia, online (pdf vs. HTML), interactive, etc.; including, where the printed manuals are available-at motor vehicle offices, schools, other. Most of the manuals have been obtained and will be supplied to the researcher by the project manager.  
**Deliverable:** Document the findings in a manner that is acceptable to the TAC and which will be suitable for inclusion in the final report

- 1.3.1.3 **Task 3:** Review the survey results already in-hand. Make an effort to fill in any gaps by contacting states for which survey data is not currently available. The objective is to query other motor vehicle agencies on their experiences with driver license manuals, especially efforts to ensure or improve the quality of the product and to elicit information on the safety impacts of good versus bad manuals.  
**Deliverable:** Document the findings in a manner that is acceptable to the TAC and which will be suitable for inclusion in the final report.

- 1.3.1.4 **Task 4:** Compare the Arizona manual to the best practices found and: 1) Determine if all essential elements of the rules of the road and safe driving skills are up-to-date and clearly explained in the Arizona manual. 2) Determine that the organization of this information and the illustrations used are optimal for thorough comprehension. 3) Determine the most cost

effective distribution methods and procedures to maximize flexibility, accessibility and comprehension. Identify ways (if any) that the Arizona manual could be improved. **Deliverable:** Document the findings in a manner that is acceptable to the TAC and which will be suitable for inclusion in the final report.

- 1.3.1.5 **Task 5:** Project Researcher shall submit a Project Final Report and a four-page Research Note to ATRC. The Final Report shall contain the data and explanatory narrative sufficient to document the Project goals, scope, methods used in the research, activities and issues, results, recommendations and all other requirements specified in this Solicitation. The Final Report shall include suggestions on how to implement recommendations made. Electronic copies of the Final Report shall be provided in mutually agreed upon formats. The Final Report shall conform to the version of the ATRC document, Guidelines for Preparing ATRC Research Reports, which is in effect at the time this Contract is executed. At Project Researcher's request, ATRC will provide a printed or electronic copy of the Guidelines or the document may be found on the Internet at:

<http://www.dot.state.az.us/ABOUT/atrc/rptguide.htm>. The four-page Research Note serves as an executive summary for the project. It must be written in a concise manner with an emphasis on the research need, project goals, and key results, conclusions and recommendations. ATRC will provide format samples and guidelines for this document, which will be both printed and posted on the Internet. The Project Researcher is responsible for correction of deficiencies in the Final Report that are identified by the Project's Technical Advisory Committee, the Federal Highway Administration or ATRC. The Project is not considered complete until Report deficiencies are corrected. The Project Researcher should include report preparation and revisions as part of the work scope for this Solicitation.

**Deliverable:** A final report that is acceptable to the TAC, Federal Highway Administration (FHWA) and ATRC.

- 1.3.1.6 **Task 6:** Provide a brief presentation to the Research Council or another audience designated by the TAC. This presentation shall include such visual aids as necessary or useful in portraying the information content of the research. Copies of the final report and any handouts of other information shall be distributed to members of the Research Council at this presentation.

**Deliverable:** A final oral presentation that is acceptable to the TAC.

#### 1.4 Project Researcher Responsibilities

- 1.4.1 Conduct the research in accordance with ATRC guidelines. These guidelines can be found at [http://www.dot.state.az.us/ABOUT/atrc/Research/Guidelines\\_html.htm](http://www.dot.state.az.us/ABOUT/atrc/Research/Guidelines_html.htm). Copies of previously published ATRC reports illustrating the type of final product required can be found at [http://www.dot.state.az.us/ABOUT/atrc/Publications/SPR/SPR\\_Reports.htm](http://www.dot.state.az.us/ABOUT/atrc/Publications/SPR/SPR_Reports.htm).
- 1.4.2 Respect the confidentiality of the Department's data—using any confidential information solely for the purposes of this research project.
- 1.4.3 Submit periodic progress reports that summarize work to date and include a copy of appropriate deliverables (for example, bibliographies, research notes, partially completed text, tables or graphics). Frequency of progress reports shall be determined and mutually agreed upon at the time the work plan is approved.
- 1.4.4 Submit invoices for payment purposes. These invoices shall accompany the periodic progress reports and shall be for amounts commensurate with tangible accomplishments of the project. The Project Manager shall provide sample format for invoices.

**1.5 TAC Responsibilities**

- 1.5.1 Provide guidance to the project by making timely responses to any relevant questions posed by the Project Researcher.
- 1.5.2 Assist in obtaining access to any official data, records, or information needed for the research.
- 1.5.3 Review progress reports in a timely manner to provide feedback and ensure that the project stays on course.
- 1.5.4 Review and approve (if satisfactory) the final report.
- 1.5.5 Provide reasonable assistance in the oral presentation to the Research Council or other designated audience.
- 1.5.6 Make the best effort to implement recommendations that would be beneficial to the Department or other government agencies and/or the traveling public.

**1.6 Project Manager Responsibilities**

- 1.6.1 The Project Manager shall provide general direction as necessary and be responsible for all decisions pertaining to the work on this project, including processing invoices and reporting progress to TAC.

**2.0 UNIFORM TERMS AND CONDITIONS**

- 2.1 Incorporated herein by reference. To obtain a copy of the Uniform Terms and Conditions in full text, log on to <http://sporas.ad.state.az.us/> or contact Karie Ingles at (602) 712-8505.

**3.0 SPECIAL TERMS AND CONDITIONS****3.1 Term**

- 3.1.1 The term of any resultant contract shall commence upon contract execution and shall continue for one (1) year, unless terminated, cancelled or extended as otherwise provided herein.
- 3.1.2 By mutual agreement, any resultant contract may be extended for supplemental periods up to a maximum of forty-eight (48) months or not to exceed \$34,999.99.

**3.2 Method of Payment**

- 3.2.1 All project invoices are paid at 90% of the billed amount. The remaining 10% is withheld until final completion of the project. Payment is made based upon the deliverables identified and completed. The Department reserves the right to withhold payment in the event that adequate documentation of satisfactory progress toward completion of the project has not been received. The Project Manager shall be the judge of the adequacy of documentation and whether progress on the project is satisfactory. The maximum budget for this project is \$11,000.
- 3.2.2 The Contractor shall submit invoices for services rendered to the address as follows:

3.2.3 Arizona Department of Transportation, Transportation Research Center  
Department (Mail Drop 075R)  
206 S. 17<sup>th</sup> Avenue  
Phoenix, AZ 85007  
Attention: Mr. John Semmens

3.3 Changes

3.3.1 The Department reserves the right to revise the delivery schedule and make other changes within the general Scope of Work as may be deemed necessary to best serve the interest of the Department. All changes shall be documented by formal amendments to the contract in accordance with A.R.S. 41-2503 (5).

3.4 Offshore Performance of Work Prohibited

3.4.1 Due to security and identity protection concerns, all services under this contract shall be performed within the borders of the United States. All storage and processing of information shall be performed within the borders of the United States. This provision applies to work performed by subcontractors at all tiers.

4.0 UNIFORM INSTRUCTIONS TO OFFERORS

4.1 Incorporated herein by reference. To obtain a copy of the Uniform Instructions to Offerors in full text, log on to <http://sporas.ad.state.az.us> or contact Karie Ingles at (602) 712-8505.

5.0 SPECIAL OFFER SUBMITTAL INSTRUCTIONS

5.1 Evaluation Criteria for Project researchers

5.1.1 The table below indicates the items and the relative order of importance that shall be given to each factor in the selection of the firm or individual to undertake the research project. The offeror shall submit items 2 through 6 in written form. The project manager shall evaluate the offers and make a recommendation for award based upon the following evaluation criteria. Those offers determined to be reasonably susceptible of being selected for award shall be invited to interview. If circumstances prevent full execution of the contract, the offeror submitting the next ranked offer will be called. An award will be made to the responsible offeror whose offer is determined to be the most advantageous to the State by the Procurement Officer.

1. Interview	<p>The Project Manager will interview the offeror in person or by telephone. The interview questions to be asked are found in Exhibit A of this solicitation. Any other questions that may be asked are strictly limited to clarification, as defined below in A.A.C. R2-7-301 (3), of the offer submitted and to establish that the offeror is responsible, as defined below in A.R.S. 41-2531 (14), to undertake this project. No revisions to the offer or solicitation will take place.</p> <p><u>Definitions:</u></p> <p>A.A.C. R2-7-301 (3) – "<b>Clarification</b>" means written or oral communication with a bidder or offeror, including demonstrations or questions and answers, for the sole purpose of information gathering or of eliminating minor informalities or correcting nonjudgmental mistakes in a bid or proposal. Clarification does not otherwise afford the bidder or offeror the opportunity to alter or change its bid or proposal.</p> <p>A.R.S. 41-2531 (14) – "<b>Responsible bidder or offeror</b>" means a person who has the capability to perform the contract requirements and the integrity and reliability, which will assure good faith performance.</p>
--------------	--

2. Sample of Previous work	Provide a sample of offeror's best work on a research project. If possible, this sample should reflect work on a related topic or demonstrate the type of skills that would be useful on this project.
3. Cover letter and resume	Submit a one-page cover letter briefly describing why offeror should be selected for the job and attach a brief résumé listing educational and job experiences.
4. References	Provide three (3) references (including telephone numbers and e-mail addresses) who will vouch for offeror's ability and attitude. References are required to complete Attachment 4, References.
5. Transcripts OR Qualifications of the Organization	Provide an unofficial copy of college transcripts, OR describe offeror's organizational capabilities, background qualifications and experience. Include internal methods proposed for completing projects on time and person responsible for schedule.
6. Price	Utilizing the Price Sheet, specify a "Firm Fixed Price" for completion of the project. This shall be supported by an hourly rate combined with an estimation of how many hours would be required to complete the project.

## 5.2 Required Information

5.2.1 The offer shall include all of the following information listed below and should be presented in the order, in which they appear, to the location indicated on the solicitation, page one (1) by the time indicated. **Responses may be faxed to (602) 712-3487, Attention Karie Ingles. Reference the solicitation number on offer.** Responses must be in writing and signed. **FAILURE TO PROVIDE ALL OF THE REQUIRED INFORMATION MAY RESULT IN REJECTION OF THE FAX ON DEMAND.**

5.2.1.1 ATTACHMENT 1 - PRICE SHEET

5.2.1.2 ATTACHMENT 2 - OFFER AND CONTRACT AWARD SHEET

5.2.1.3 ATTACHMENT 3 – STATE OF ARIZONA SUBSTITUTE W-9 FORM

5.2.1.4 ATTACHMENT 4 - REFERENCES

5.2.1.5 COVER LETTER AND RESUME

5.2.1.6 TRANSCRIPTS OR QUALIFICATIONS OF THE ORGANIZATION

5.2.1.7 SAMPLE OF PREVIOUS WRITTEN WORK

<b>ATTACHMENT 1</b>
<b>PRICE SHEET</b>
<b>SOLICITATION NO. T05-49-00007</b>

COMPLETE THIS FORM IN ACCORDANCE WITH SOLICITATION REQUIREMENTS AND SUBMIT WITH OFFER:

FIRM FIXED PRICE for research project

\$ \_\_\_\_\_ Total

Estimated number of hours to complete project

\_\_\_\_\_ Hours

Hourly Rate

\$ \_\_\_\_\_/hour

## ATTACHMENT 2 OFFER AND CONTRACT AWARD



ARIZONA DEPARTMENT OF TRANSPORTATION  
Procurement Group  
1739 West Jackson, Room 100P  
Phoenix, Arizona 85007-3276  
Phone: (602) 712-7211



**SOLICITATION NO. T05-49-00007**

Submit this form with an original signature to the State.

### OFFER

#### TO THE STATE OF ARIZONA:

The bidder hereby offers and agrees to perform in compliance with all terms, conditions, specifications and amendments of this solicitation and any written exceptions in the offer. Signature also acknowledges receipt of all pages indicated in the Table of Contents.

Federal Employer Identification

No.:

For clarification of this offer, contact:

Printed Name

Offeror's (Company) Name

Email Address

Address

Company Email Address

City

State

Zip

Signature of Person Authorized to Sign Offer

Telephone

Printed Name

Date

Facsimile

Title

### SMALL BUSINESS CERTIFICATION

As a person authorized to represent this offeror, by signing below I certify that the bidding organization is qualified as a small business. A small business means a concern, including its affiliates, which is independently owned and operated, which is not dominant in its field, and which employs fewer than one hundred full-time employees or which had gross annual receipts of less than four million dollars in its last fiscal year (A.R.S. §41-1001). Procurements estimated to cost less than twenty-five thousand dollars (\$25,000.00) shall be restricted to small businesses in accordance with A.A.C. R2-7-335.

Signature of Person Authorized to Certify Status as Small Business

### ACCEPTANCE OF OFFER AND CONTRACT AWARD (FOR STATE OF ARIZONA USE ONLY)

Your bid is hereby accepted.

The contractor is now bound to perform based upon the solicitation, including all terms, conditions, specifications, amendments, etc., and the contractor's offer as accepted by the state.

This contract shall henceforth be referred to as Contract No. \_\_\_\_\_

### SPR 553 – Driver License Manual Best Practices

The contractor is hereby cautioned not to commence any billable work or provide any material, service or construction under this contract until contractor receives a purchase order.

State of Arizona

Awarded this \_\_\_\_\_ day of \_\_\_\_\_ 2004

KARIE INGLES

As Procurement Officer and not personally

**ATTACHMENT 3**

DO NOT SEND TO IRS	<b>STATE OF ARIZONA SUBSTITUTE W-9 FORM</b> <b>REQUEST FOR TAXPAYER IDENTIFICATION AND CERTIFICATION</b>	DO NOT SEND TO IRS
*****LEGIBLY PRINT OR TYPE REQUIRED INFORMATION*****		
<b>Part I Taxpayer Identification Number (TIN)</b> Enter your TIN in the appropriate box. For individuals, this is your social security number (SSN). For other entities, it is your employer identification number (EIN). If you are a resident alien OR a sole proprietor OR do not have a number, see the instructions on page 2.		
Social Security Number (SSN) <span style="margin-left: 100px;">OR</span> <span style="margin-left: 100px;">Employer Identification Number (EIN)</span> <div style="display: flex; justify-content: space-between;"> <div>           2 <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> </div> <div>           1 <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> <span style="border: 1px solid black; padding: 2px 10px;"> </span> </div> </div>		
Name (if using SSN) or Business Name (if using EIN) - as reported with Social Security Administration or IRS		
DBA, Business, Subsidiary, Trade name, Other _____ (circle one)		
Main Address (where tax information and general correspondence is to be mailed) _____ City, State, and ZIP code _____		
Contact Name _____ Telephone number _____ Fax number _____ ( ) _____ ( ) _____		
<b>Part II For Payees Exempt From Backup Withholding (See instructions on page 2.)</b>		
Check the appropriate box: <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <input type="checkbox"/> (1)(E) State Employee  <input type="checkbox"/> (2)(G) Federal Agency  <input type="checkbox"/> (3)(G) Arizona State Agency  <input type="checkbox"/> (4)(G) Other Government Agency         </div> <div style="width: 45%;"> <input type="checkbox"/> (5) Business (check one of the following)            (A) Arizona Corp.-including Non-Profit            (C) PC, PLLC, or LLC            (F) Financial Institution            (H) Benefits Provider            (M) Medical Corp.            (O) Out of State Corp.-including Non-Profit            (P) Professional Assoc.            (S) Sole Owner (using EIN)            (T) Partnership, LLP, or LTD            (U) Public Utility Co.         </div> <div style="width: 45%;"> <input type="checkbox"/> (6) Individual (check one of the following)            (I) U.S. Citizen/Permanent Resident            (S) Sole Owner of a Business (using SSN)  <input type="checkbox"/> (7) Other (Non-corporate including, but not limited to conferences, trust funds, receiverships)            --PLEASE BRIEFLY DESCRIBE _____  <input type="checkbox"/> (8)(B) Board Member         </div> </div>		
<b>Minority Business Indicator: (check one of the following that best describes your business)</b> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <input type="checkbox"/> 01 - Small Business  <input type="checkbox"/> 02 - Minority Owner Business  <input type="checkbox"/> 03 - Woman Owner Business  <input type="checkbox"/> 05 - Small Business/Minority Owner         </div> <div style="width: 30%;"> <input type="checkbox"/> 06 - Small Business/Woman Owner  <input type="checkbox"/> 07 - Small Business/Disabled Owner  <input type="checkbox"/> 08 - Minority Woman Owner Business  <input type="checkbox"/> 09 - Disabled Minority Owner Business  <input type="checkbox"/> 10 - Disabled Woman Owner Business         </div> <div style="width: 30%;"> <input type="checkbox"/> 11 - Small Business/Minority Woman Owner  <input type="checkbox"/> 12 - Small Business/Disabled Minority Owner  <input type="checkbox"/> 13 - Small Business/Disabled Minority Woman Owner  <input type="checkbox"/> 00 - None of these apply         </div> </div>		
<b>Part III Certification</b> Under penalties of perjury, I certify that: 1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), <u>AND</u> 2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding <u>AND</u> 3. I am a U.S. person (including a U.S. resident alien). <b>Certification Instructions.</b> You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement account (IRA), and generally, payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. (See instructions on page 2). The Internal Revenue Service does not require your consent to any provision of this document other than the certifications required to avoid backup withholding.		
Sign Here <span style="margin-left: 100px;">→</span> <span style="border: 1px solid black; padding: 2px 20px;"> </span> Date <span style="margin-left: 100px;">→</span> <span style="border: 1px solid black; padding: 2px 20px;"> </span>		
RETURN THIS FORM AND REPORT ANY CHANGES IN THE ABOVE INFORMATION TO THE STATE AGENCY THAT YOU DO BUSINESS WITH		
<b>FOR STATE AGENCY USE ONLY</b>		
VENDOR# _____ MC(s) _____ (main address) MC(s) _____ (remittance address) <input type="checkbox"/> NEW VENDOR <input type="checkbox"/> TIN CHANGE <input type="checkbox"/> NAME CHANGE AGY _____ AGENCY CONTACT _____ AGENCY CONTACT PHONE# ( ) _____ EXT. _____ APPROVED BY (PRINT) _____ (SIGNATURE) _____ Date _____		

**ATTACHMENT 4  
REFERENCES****SOLICITATION NO. T05-49-00007**

Provide a copy of this form to each of three (3) references for completion and inclusion with offer. These references will be checked, please make sure all information is accurate and current.

Offeror's Name \_\_\_\_\_

Reference Name \_\_\_\_\_

Reference Telephone Number \_\_\_\_\_

Reference Facsimile Number \_\_\_\_\_

Reference E-mail Address \_\_\_\_\_

What is the nature of your relationship with the referenced individual?

\_\_\_ Current or former student

\_\_\_ Current or former employee

\_\_\_ Other (please elaborate) \_\_\_\_\_

1. On a scale of 1 to 10, with 10 being the best, how would you rate this person / firm in terms of their ability to do each of the following: (Explain as necessary.)

Complete work on schedule \_\_\_\_\_

Take direction \_\_\_\_\_

Prepare a quality written report \_\_\_\_\_

Make a coherent oral presentation \_\_\_\_\_

2. Attitude:

\_\_\_ Excellent: always gives a good effort. Independently achieves good performance.

\_\_\_ Good: usually gives a good effort. Requires some coaching/motivation.

\_\_\_ Fair: gets work done but requires frequent coaching/motivation.

\_\_\_ Poor: unreliable. Does not work to potential.

3. Is there anything else you can add that would help us evaluate this person's/firm's suitability for the job?

<b>EXHIBIT A</b>
<b>INTERVIEW OUTLINE</b>
<b>SOLICITATION NO. T05-49-00007</b>

Name \_\_\_\_\_

Project \_\_\_\_\_

Date \_\_\_\_\_

Why do you want to work on this project?

What do you know about driver license manuals?

How will you proceed with the research on this project?

What distinguishes you from other candidates for this job?

What is the most important skill or attribute you will bring to this job?

Are there any particular special circumstances or requests (i.e., work schedule, timeframe, task order, etc.) you would like to make regarding this project?

Any additional comments you would like to make or items you would like to show that would help ADOT evaluate your capabilities for this job?

## **DRIVER LICENSE MANUAL BEST PRACTICES**

### **WORK PLAN 553**

**Prepared by:**

**DATE**

**Prepared for:**

Arizona Department of Transportation  
206 South 17th Avenue  
Phoenix, Arizona 85007  
in cooperation with  
U.S. Department of Transportation  
Federal Highway Administration

This Project Work Plan contains a summary of the research, tasks and final report to be completed for Arizona Department of Transportation (ADOT) project **SPR 553: Driver License Manual Best Practices**. Included in this Work Plan are a Project Overview, Proposed Report Outline, Scope of Work, and Estimated Completion Dates and Deliverables.

## Project OVERVIEW

The Arizona Department of Transportation (ADOT) views the driver license manual as one of the Department's greatest opportunities and responsibilities for educating the public about safe motor vehicle operation. ADOT also believes that a good manual has the potential to make better drivers. While Arizona's driver license manual is reviewed and updated annually to address legislative and business process changes, ADOT has a further interest in validating or enhancing the content, formatting and delivery of its manual. To accomplish this, ADOT has contracted for a thorough and comprehensive research effort referred to as SPR 553: Driver License Manual Best Practices.

### Project Objectives

Three objectives have been set for this project:

- Determine the best practices in driver manual publication and dissemination.
- Recommend steps necessary for Arizona to adopt the best practices.
- Document the safety implications of having a good driver manual.

The Project Researcher expects to meet all project objectives by completing the tasks and subtasks outlined in the Scope of Work presented within this Work Plan.

### Access to Information

The Project Researcher strives to complete all projects in the most efficient and cost effective manner possible. In an effort to meet this goal, the Project Researcher anticipates that ADOT and the Technical Advisory Committee (TAC) will assist by providing whatever background information is readily available, such as relevant publications and contact information for the motor vehicle jurisdictions and related agencies and organizations. Initial research indicates that some information may be obtained more quickly and may be easier or less costly to obtain if requested by a member of the American Association of Motor Vehicle Administrators (AAMVA). Thus, access to Arizona's AAMVA membership number or a direct contact at ADOT who can procure information for the Project Researcher through contacts at AAMVA and other organizations may be helpful as well.

## PROPOSED REPORT OUTLINE

The final report will contain all research data and a fully explanatory narrative documenting the results and methods used to complete the analysis. The report format will be that used for State Planning and Research (SPR) research publications of ADOT, which complies with the Arizona Transportation Research Center (ATRC) *Guidelines for Preparing ATRC Research Reports*.

The following additional report elements are required and have been provided by ATRC for inclusion by the Project Researcher:

- Report Cover.
- Disclaimer Notice.
- Technical Report Documentation Page.
- Metric Conversion Factors Page.

The body of the report will be provided by the researcher and will include the following required elements:

### Executive summary

#### Introduction

Background information.

Scope of the project.

Organization of the report contents.

## **Research Methodology and Findings**

### **Discussion of Literature Review**

This section of the report will provide background and findings on the best practices used in driver license manual publication and dissemination. The following items will be summarized in narrative and table format, reflecting the findings from a review of drivers license manuals from 52 U.S. motor vehicle jurisdictions (the 50 states plus Washington D.C and Puerto Rico):

- Categories of manuals available: regular, motorcycle, commercial driver license manuals, special interest manuals such as bilingual, teen/new driver, aging driver, difficult driver manuals.
- Method of dissemination (online: yes/no; best platform: i.e., pdf vs. html; and other recommended guidelines for Web implementation).
- Comparison of similar and different aspects of manuals.
- Presence of sample test questions (in the manual and/or online).

Also included in this section will be a summary of findings and a brief discussion about the safety impacts of good versus bad driver license manuals. The primary focus of this discussion will be the results of a review of driver safety information published by some or all of the following agencies and organizations:

- Federal Highway Administration (FHWA).
- American Association of Motor Vehicle Administrators (AAMVA).
- American Association of State Highway and Transportation Officials (AASHTO).
- Bureau of Transportation Statistics (BTS).
- National Highway Traffic Safety Administration (NHTSA).
- American Automobile Association (AAA).
- AARP<sup>1</sup>.
- Motorcycle Safety Foundation.
- American Driver and Traffic Safety Education Association (ADTSEA) and national driving schools.
- Insurance Institute for Highway and Auto Safety (IIHS) and insurance companies.

In addition, the researcher will attempt to obtain and summarize other information that may be useful in forming final conclusions and recommendations for this project, such as:

- Model driver license manuals.
- Statistics on the frequency of pass/fail, multiple attempts at test taking, recurring problem questions, or other possible indicators of deficient manuals.
- Statistics, policies and information regarding special needs of states with large populations of young, aging, and/or non-English speaking drivers.
- Statistics, policies and information on auto, motorcycle and pedestrian interface<sup>2</sup>.

The rate of success in obtaining such information will be reflected in the researcher's progress reports and in the final report.

### **Survey and Interview Findings**

This section of the report will summarize and discuss the findings of a variety of surveys and interviews conducted with representatives of motor vehicle jurisdictions and traffic enforcement agencies, as well as exit interviews conducted with a sampling of people who have just taken a driver license test. The results will relate experiences with driver license manuals from the perspectives of the licensing agencies, law enforcement agencies, and users, and should provide valuable information in determining best practices and forming recommendations for ensuring and improving the quality of

---

<sup>1</sup> The AARP was formerly known as the "American Association of Retired Persons." Membership is available to anyone over the age of 50, though, and not all members are retired persons. To better reflect its membership, the organization dropped the wording and changed its name to simply the letters "AARP" in approximately the year 2000.

<sup>2</sup> Several states, such as Oregon and California, emphasize, either within their regular drivers manuals or through the publication of separate manuals, the importance of being aware and of being courteous and lawful when sharing the road with pedestrians and motorcycles. The Project Researcher will briefly consider such information and any statistics or policies related to auto/motorcycle/pedestrian interface to determine whether ADOT's driver license manual sufficiently covers this topic.

Arizona's drivers license manual. Findings will be summarized in narrative and table format and will include sample copies of the surveys and the interview questions used in soliciting information.

### **Conclusions and recommendations**

In summary, this section of the report will compare best practices discerned from all research to Arizona's current driver license manual and will present opinions and conclusions based on the results of the research project.

Recommendations will be provided as suggested actions for improving the Arizona drivers license manual based on the research findings.

### **Appendix**

Any supplementary material that is indirectly related to the report will be presented in the Appendix.

### **References**

All sources referred to in the final report will be listed as References.

## **SCOPE OF WORK**

<b>Task</b>	<b>Description of Task and Subtasks</b>
<b>1.</b>	<b>Present an Outline of the Work Plan</b>
<b>2.</b>	<b>Review Literature and Document Findings</b>
2.1.	Obtain and review driver license manuals of all other motor vehicle jurisdictions with the following goals: <ol style="list-style-type: none"> <li>1) Discover categories of manuals available and methods of delivery, i.e., are there manuals for regular, motorcycle, commercial and other types of licenses, and are the manuals available online via the jurisdiction's website.</li> <li>2) Compare and document similar and different aspects of manuals, including last update, length, clarity, content, quality of graphics, special accommodations (bilingual / specific to teens, aging drivers, or difficult drivers), emphasis on safety regarding presence of motorcycles, bicycles, and pedestrians, and other features.</li> <li>3) Determine whether sample test questions are included in the manuals or online.</li> </ol>
2.2.	Obtain and review driver safety information published by FHWA and AAMVA and other organizations, such as MA, AARP, Motorcycle Safety Foundation, national driving schools, and insurance companies, to elicit information on the safety impacts of good versus bad manuals. Attempt to obtain and evaluate: <ol style="list-style-type: none"> <li>1) Model driver license manuals developed/recommended by AAMVA or other organizations.</li> <li>2) Statistics on frequency of pass/fail, multiple attempts at test taking, recurring problem questions, or other possible indicators of deficient manuals.</li> <li>3) Statistics, policies and information regarding the special needs of states with large populations of young, aging, and/or non-English speaking drivers.</li> <li>4) Statistics, policies and information on auto, motorcycle, bicycle and pedestrian interface.</li> </ol>
<b>3.</b>	<b>Conduct Surveys and Document Findings</b>
3.1.	Survey all motor vehicle jurisdictions by mail, email, telephone, or a combination of the three, to learn about their experiences with driver license manuals, especially their efforts to ensure or improve the quality of the product and to elicit information on the safety impacts of good versus bad manuals.

Task	Description of Task and Subtasks (continued)
<b>4.</b>	<b>Conduct Interviews And Document Findings</b>
4.1.	Select between 5-10 states whose driver license manuals have outstanding features or whose survey responses and/or driver license manuals suggest a unique and/or interesting approach.
4.2.	For Arizona and each of the additional selected states, interview one representative of the licensing agency by telephone, email, in person, or a combination of the three, to determine the following: <ol style="list-style-type: none"> <li>1) How the agency handles their driver license manual(s), i.e., process for evaluating needs, drafting and editing manuals, testing effectiveness, obtaining feedback, final approval, distribution, and revision cycle and methodology.</li> <li>2) Their experience with the safety impacts of having a good or bad manual.</li> <li>3) Any other information or recommendations that may be useful to Arizona DOT in improving its driver license manual.</li> </ol>
4.3.	For Arizona and each of the additional selected states, interview one or two representatives from a traffic enforcement agency, such as the state police, by telephone, email, in person, or a combination of the three, to determine the following: <ol style="list-style-type: none"> <li>1) The agency's perspective of the value of a good driver license manual in terms of preparing responsible drivers.</li> <li>2) Their experience with the safety impacts of having a good or bad manual.</li> <li>3) Any other information or suggestions that may be useful to Arizona DOT in improving its driver license manual.</li> </ol>
4.4.	For Arizona and 1-2 other states of convenience to the researcher, conduct brief exit interviews with approximately 10 people who have just taken a driver license test to determine information such as the following: <ul style="list-style-type: none"> <li>▪ Whether they used the state's driver license manual to prepare for the test.</li> <li>▪ If not, why not? And, did they pass/fail, have to take multiple tests?</li> <li>▪ If so: <ul style="list-style-type: none"> <li>- Was the manual helpful, or confusing?</li> <li>- Did they pass/fail, have to take multiple tests?</li> <li>- What improvements might make the manual more useful as it relates to the test?</li> <li>- Did the information in the manual prepare them to be safe and responsible drivers?</li> <li>- Will they refer back to the manual in the future, or discard it?</li> </ul> </li> </ul>
<b>5.</b>	<b>Compare Best Practices And Recommend Improvements</b>
5.1.	Compare the best practices discerned from all research to Arizona's current driver license manual.
5.2.	Recommend steps for improving Arizona's product based on research findings.
<b>6.</b>	<b>Submit Final Report</b>
6.1.	Submit a final report containing all research data and a fully explanatory narrative documenting the results and methods used to complete the analysis, following the report format used for State Planning and Research (SPR) publications of ADOT.
6.2.	Provide an electronic copy of the final report in Microsoft WORD format.
<b>7.</b>	<b>Provide Brief Presentation</b>
7.1.	Provide a brief presentation to the Research Council or another audience as designated by the Technical Advisory Committee (TAC). Include visual aids as necessary or useful in portraying the information content of the research and a handout of the information to be distributed to members of the Research Council at the presentation.

**Estimated Completion Dates of Deliverables**

<b>Task</b>	<b>Estimated Completion Date</b>	<b>Payment Amount Due</b>
<b>1. Present Revised Work Plan</b>		
<b>2. Review Literature and Document Findings</b>		
<b>3. Conduct Surveys and Document Findings</b>		
<b>4. Conduct Interviews and Document Findings</b>		
<b>5. Compare Best Practices and Recommend Improvements</b>		
<b>6. Submit Final Report</b>		
<b>7. Provide Brief Presentation</b>		